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Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services

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Report of UNDP on the recommendations of the Joint Inspection Unit in 2011

Summary

In 2011, the Joint Inspection Unit issued 6 reports with 45 recommendations (at the time of the present report). Of these, 4 reports with 17 recommendations are directed at UNDP. They include 5 recommendations specifically directed at the Executive Board as the governing body of UNDP. In line with General Assembly resolution 59/267, which was reiterated in resolution 62/246, the present report provides a synopsis of management responses to the recommendations and draws attention to specific recommendations directed at the legislative bodies of United Nations system organizations. The present report also provides an update of the status of implementation of recommendations contained in reports issued in 2009 and 2010. In line with the wishes of the Executive Board and the current United Nations emphasis on simplification and harmonization, the present report was prepared in a format jointly developed with UNFPA.

Elements of a decision

The Executive Board may wish to take note of the present report, including the management response to the 5 specific recommendations of the Joint Inspection Unit for the consideration of the Executive Board contained in annex II to the present report.

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I. Overview of Joint Inspection Unit reports issued in 2011

1. The present report provides a summary of UNDP management responses to 17 recommendations of the Joint Inspection Unit (JIU) specifically relevant to UNDP (out of 45 recommendations contained in the reports issued by JIU in 2011) as well as the implementation status of relevant JIU recommendations issued in 2009 and 2010. It draws attention to specific JIU recommendations for consideration by the governing body of UNDP and its proposed management response as reflected in annex II to the present report. A full listing of JIU reports and details of recommendations, including background information about the mandate and work of JIU, are available from its website: www.unjiu.org/en/reports.htm.

2. Four of the six reports issued by JIU in 2011 (at the time of the present report) contain recommendations that have direct relevance to UNDP. They are: (a) review of the medical service in the United Nations system (JIU/REP/2011/1); (b) South-South and triangular cooperation in the United Nations system (JIU/REP/2011/3); (c) accountability frameworks in the United Nations system (JIU/REP/2011/5); and (d) business continuity in the United Nations system (JIU/REP/2011/6).

II. Synopsis and review of relevant Joint Inspection Unit reports and recommendations in 2011

3. The management responses to the relevant recommendations in the four JIU reports are provided below. Annex I to the present report contains a statistical summary of JIU reports issued in 2011 and annex II contains management responses to JIU recommendations directed at the Executive Board as the governing body of UNDP.

A. Review of the medical service in the United Nations system (JIU/REP/2011/1)

4. The report of the JIU entitled "Review of the Medical Service in the United Nations system" assesses the manner in which medical services are provided, managed, supported and monitored in the United Nations system, with a view to proposing improvements that will enable the United Nations to fulfil its duty of care with regard to the health and safety of staff.

5. Three of the seven recommendations issued are of specific relevance to UNDP. Of these, recommendations 1 and 4 are directed at the Administrator, while recommendation 2 is directed at the Executive Board for consideration.

6. To ensure a more integrated approach, the Directorate within the Bureau of Management will be the focal point for organizational occupational safety and health policies and procedures with expert input from the Staff Well-Being Unit and the Security Office (recommendation 1). The Office of Human Resources in the Bureau of Management is currently working towards the adoption of the terms of reference for the establishment of United Nations dispensaries in country offices where UNDP operates (recommendation 4).

7. With regard to recommendation 2, UNDP expects that when the occupational safety and health framework has been approved by senior management, it will be promulgated accordingly in UNDP.

B. South-South and triangular cooperation in the United Nations system (JIU/REP/2011/3)

8. The report of JIU entitled "South-South and triangular cooperation in the United Nations system" seeks to assess and make recommendations on the ways and means of enhancing system-wide contributions to South-South and triangular cooperation, addressing issues of mandates, frameworks and policies, intergovernmental processes, structures, financing and coordination.

9. Of the 12 recommendations issued, 5 are of direct relevance to UNDP. Of these, recommendations 1, 2 and 10 are directed to the Special Unit for South-South Cooperation (through the Administrator in her capacity as Chair of the United Nations Development Group (UNDG)) while recommendations 3 and 9 are directed at the Executive Board for consideration. Of the12 recommendations, 6 are directed to the High Level Committee (HLC) on South-South Cooperation and 1 to the Economic and Social Council. Given that the Special Unit is under the purview of the Administrator as Chair of the UNDG, UNDP will also provide specific comments on relevant recommendations

10. The findings of the Inspector, inter alia, suggest that South-South and triangular cooperation has made its way, albeit slowly, across the United Nations system, as called for by the Buenos Aires Plan of Action over 30 years. UNDP shares the view that there is a need to respond to a changed development environment with improved institutional arrangements for South-South cooperation in terms of overall system-wide policy frameworks, governance, coordination, structures, mechanisms and dedicated resources.

11. Concerning recommendation 1, the Administrator agrees that an update of the operational definitions of South-South and triangular cooperation would be helpful in strengthening coherence of understanding and approach in the United Nations system organizations. That is being pursued by the Special Unit for South-South Cooperation for consideration by the General Assembly, including plans for its subsequent promulgation in training and dissemination to Headquarters and field offices. However, UNDP considers that South-South cooperation is a cross-cutting approach that need not be isolated from other technical cooperation programmes.

12. With regard to recommendation 2, the Special Unit, in response to the directive from the HLC, has already started the process of involving the UNDG Development Operations Coordination Office in developing frameworks, policies and operational guidelines to support mainstreaming of South-South and triangular cooperation and knowledge-sharing through relevant programmes and projects at the Headquarters, regional and country levels. However, UNDP noted that South-South cooperation is driven primarily by developing countries and those programme countries should be involved through the governing bodies in determining the appropriate South-South cooperation frameworks for their agencies and that the Special Unit should then support their development work, not supplant it.

13. With regard to recommendation 10, the Administrator agrees in principle with the recommendation that the Special Unit should, in consultation with the UNDG Development Operations Coordination Office, United Nations system organizations, the United Nations Secretariat Department of Economic and Social Affairs and donor countries, propose strategies and financing modalities that would promote triangular cooperation and partnership with horizontal development providers, traditional donors and the United Nations system in areas of common interests.

14. Regarding recommendation 3, which is directed to the governing bodies of United Nations organizations, UNDP welcomes the emphasis of the Inspector that United Nations organizations "establish identifiable and dedicated structures, mechanisms and focal points tasked with developing agency-specific corporate policy and support strategy, and ensure coordination on South-South and triangular cooperation within their respective organizations and inter-agencies, through the reallocation of the necessary staff and resources for this purpose, as appropriate" (see JIU/REP/2011/3, para. 73). UNDP noted that the creation of structures within United Nations agencies to manage activities relevant to South-South cooperation had been affirmed through the Revised Guidelines for the Review of Policies and Procedures concerning Technical Cooperation among Developing Countries (see TCDC/13/3).

15. In UNDP, the Special Unit for South-South Cooperation has been established for this specific purpose and will continue to take an active support role in responding to the needs and requests of United Nations system organizations for South-South cooperation assistance in the design and implementation of their own Special Unit for South-South Cooperation needs and priorities in their field of competence. Beyond hosting the Special Unit, UNDP and its Senior Management have given the Unit the confidence, the space and the necessary means that have enabled the Unit to create for the United Nations family, member States, private sector and non-governmental development actors, a space large enough for all partners in South-South and triangular cooperation to take ownership and leadership; forge inclusive partnership for effective development; exchange successful, sustainable and scalable development solutions towards achieving the Millennium Development Goals.

16. Regarding recommendation 9, which is also directed to the legislative and governing bodies of all United Nations organizations, UNDP noted the recommendation of the Inspector for Executive Heads to "apportion a specific percentage – not less than 0.5 per cent – of core budget resources for the promotion of South-South cooperation in their respective areas of competence, in consultation with programme countries; and to agree with donor countries to use a specific portion of extrabudgetary resources to finance South-South cooperation and triangular cooperation initiatives" (see JIU/REP/2011/3, para 147).

17. The Executive Board has, in its decision 2002/18, approved the provision of fixed lines as set out in its programming arrangement for the period 2004-2007. Pursuant to this decision, a fixed annual allocation has been allocated for technical cooperation among developing countries. The Board reaffirmed in its decision 2007/33 the fixed line allocation for the 2008-2011 programming arrangement, where an amount of $4.5 million was approved for South-South cooperation. UNDP recognizes that budgetary decisions are primarily the prerogative of its governing body and require consideration by the Executive Board based on planned development results and hence the targeted resource allocation remains a guide and cannot be handled exogenously.

18. Two of the six recommendations directed to the HLC on South-South cooperation (recommendations 6 and 7) have an important institutional impact on UNDP and the Special Unit and further discussion with the HLC on South-South cooperation as well as with the Economic and Social Council.

19. In recommendation 6, the Inspector recommended due consideration for "relocating the regional representatives of the Special Unit...to the Regional

Commissions, with direct reporting to UNDP and the Special Unit" (see JIU/REP/2011/3, para. 106). UNDP welcomes the increased support for regional South-South cooperation, as again referenced in the Nairobi outcome document of the 2009 United Nations High Level Conference on South-South Cooperation. However, this has to go beyond a structural fix and should be a negotiated decision of member States on how best to accomplish this improvement of support, particularly since there are significant budgetary, programmatic and organizational impacts to be considered when it comes to redesigning the regional presence of the United Nations.

20. In recommendation 7, the Inspector recommended "further clarification on the reporting lines of the Special Unit with a view to reconciling the issue of its separate identity within UNDP and effecting closer integration of the Unit within the UNDP structure....so as to enhance the profile and visibility of the Unit...and ensure that South-South cooperation...is reflected as a cross-cutting issue in all programmatic decisions at corporate and system-wide levels" (see JIU/2011/3, para. 115).

21. UNDP is of the view that the dual reporting structure of the Special Unit is in part a result of the many mandates that member States have ascribed to the Unit over more than 30 years. UNDP is working closely with HLC to review the matter in the upcoming 5th Cooperation Framework on South-South Cooperation and the recommendation is subsequently to be discussed with the Executive Board as the governing body of UNDP given the current management structure and funding mechanisms that the Unit is subject to.

C. Accountability frameworks in the United Nations systems (JIU/REP/2011/5)

22. The report of the Joint Inspection Unit entitled "Accountability frameworks in the United Nations system" maps out and assesses the existing (various) accountability frameworks in the United Nations system and identifies gaps where they exist. The report identifies good/best practices in developing and implementing accountability frameworks/components of accountability. The report contains 7 recommendations: 2 addressed to legislative bodies and 5 to the executive heads based on 17 benchmarks used by the Inspector.

23. Based on the Inspectors' review of the UNDP Accountability Framework approved by the Executive Board in 2008 (DP/2008/16/Rev.1) and its implementations, two of the recommendations were directed at UNDP. One Recommendation 5 is for the Administrator as Executive Head and recommendation 2 is for consideration by the Executive Board.

24. In recommendation 5, the Inspector recommended that executive heads of United Nations organizations should request their "human resources divisions to put mechanisms in place for recognizing outstanding performance by developing creative ways and means to motivate staff through awards, rewards and other incentives" (see JIU/REP/2011/5, para. 84). The emphasis on recognizing outstanding performance and talent management is one key focus of the People Capability Strategy to be fully developed and operationlized under the Agenda for Organizational Change of the Administrator.

25. In recommendation 2, the Inspector encouraged the Executive Board to "ensure that the necessary resources are allocated to implement the organizations' strategic

plans and results-based management" (ibid., para. 58). UNDP welcomes this recommendation and is pleased to state that it has been actively guided by the Board in making changes to the Strategic Plan Development Results Framework based on the Boards decision in last year' s Mid-Term Review and is taking key steps towards a stronger culture of accountability for result-based management based on shared understanding of fiscal challenges in the current development aid environment and programmatic risks in fragile States and countries in special development situations.

D. Business continuity in the United Nations system (JIU/REP/2011/6)

26. The report of the Joint Inspection Unit entitled "Business continuity in the United Nations system" examines the existence of business continuity strategies/policies and plans and the experiences and best practices of their implementation. It reviews the coordination mechanisms among the United Nations organizations, the effective staffing of units and preparedness for emergency management as well as related financing frameworks and funding mechanisms for their operation.

27. The Inspector has made nine recommendations, eight of which were directed at executive heads of United Nations system organizations and one is for consideration by the legislative bodies of the United Nations system organizations. Seven of the nine recommendations were directed at UNDP; eight (recommendations 1 to 4, 6 and 8) are for the Administrator and one, recommendation 7, for the Executive Board.

28. UNDP agrees with all eight recommendations directed at the Administrator and plans are under way to address them progressively. Specifically, they include the update of the UNDP business continuity plan/strategy (recommendation 1); the centralization of the business continuity management function within the Directorate of the Bureau of Management (recommendation 2); the identification of critical functions and recovery time objectives in its business continuity plan (recommendation 3); the implementation of clearer oversight and control mechanisms to ensure coherence and inter-operability of the business continuity plan of Headquarters and the country offices (recommendation 4); the alignment of business continuity planning and implementation with line managers' performance and accountability (recommendation 6); the incorporation of business continuity training for critical staff as an integral component of business continuity management.

29. In recommendation 7, the Inspector encouraged the Board, on the basis of the executive heads' budget proposals, to "provide the necessary financial and human resources for the implementation, continuous monitoring, maintenance and updating of the approved business continuity plans developed on the basis of the organization's business continuity policy/strategy" (see JIU/REP/2011/6, para. 74). UNDP welcomes this recommendation and will continue to be guided by the Executive Board.

III. Status of UNDP implementation of Joint Inspection Unit recommendations in 2009-2010

30. In accordance with resolution 60/258, in which the General Assembly requested JIU to enhance dialogue with participating organizations and thereby strengthen the implementation of its recommendations, the implementation status of relevant JIU recommendations contained in reports issued in 2010 and 2009 are reported in annexes III and IV to the present report, respectively.

31. UNDP has pursued on an ongoing basis and/or has implemented 68 per cent of the 32 relevant recommendations issued by JIU in 2010. Of the 38 relevant JIU recommendations issued in 2009, 58 per cent have been implemented or pursued on an ongoing basis. UNDP is committed to following up on the implementation of the remaining relevant recommendations.

Annex I
Summary of reports/notes issued by the Joint Inspection Unit in 2011

Document number	Title of report	Total number of recommendations issued	Total number of recommendations relevant to UNDP	Number of recommendations directed at the Executive Board
JIU/REP/2011/1	Review of the medical service in the United Nations system	7	3	1
JIU/REP/2011/2	Transparency in the selection and appointment of senior managers in the United Nations Secretariat	2	0	0
JIU/REP/2011/3	South-South and triangular cooperation in the United Nations system	12	5	2
JIU/REP/2011/5	Accountability frameworks in the United Nations systems	7	2	1
JIU/REP/2011/6	Business continuity in the United Nations system	9	7	1
JIU/REP/2011/8	Review of management and administration in UNESCO	8	0	0
Total		45	17	5

JIU reports not issued at the time of the present report

JIU/REP/2011/4: Not issued by JIU at the time present report was issued.

JIU/REP/2011/7: Not issued by JIU at the time present report was issued.

JIU/REP/2011/9: This report entitled "ICT governance in the UN system organizations" was issued by JIU late in March 2012 and hence not in time to be included in the present report.

Annex II
Review of relevant Joint Inspection Unit recommendations in 2010 for consideration by the Executive Board

Recommendations	Remarks
JIU/REP/2011/1: Review of the medical service in the United Nations system	
Recommendation 2 The legislative bodies of United Nations system organizations should adopt appropriate standards with regard to occupational safety and health issues, taking into account and ensuring compatibility with emerging modifications to the minimum operating safety and security standards.	Agreed and in progress. UNDP expects that when the occupational safety and health framework has been approved by senior management, it will be promulgated accordingly in UNDP.
JIU/REP/2011/3: South-South and triangular cooperation in the United Nations system	
Recommendation 3 The legislative bodies of United Nations system organizations should request the executive heads to establish identifiable and dedicated structures, mechanisms and focal points tasked with developing agency-specific corporate policy and support strategy, and ensure coordination on South-South and triangular cooperation within their respective organizations and inter-agencies, through the reallocation of the necessary staff and resources for this purpose, as appropriate.	Agreed and implementation is ongoing. UNDP welcomes this recommendation. UNDP noted that the creation of structures within United Nations agencies to manage activities relevant to South-South cooperation had been affirmed through the revised guidelines on South-South cooperation (TCDC/13/3). In UNDP, the Special Unit for South-South Cooperation has been established for this specific purpose and will continue to take an active support role in responding to the needs and requests of United Nations system organizations for South-South cooperation assistance in the design and implementation of their own South-South cooperation needs and priorities in their field of competence.
Recommendation 9 The legislative and governing bodies of the United Nations system organizations should request the executive heads to apportion a specific percentage – not less than 0.5 per cent – of core budget resources for the promotion of South-South cooperation in their respective areas of competence, in consultation with programme countries; and to agree with donor countries to use a specific portion of extra- budgetary resources to finance South-South cooperation and triangular cooperation initiatives.	Overtaken by Board decision. In UNDP, the Executive Board has, in its decision 2002/18 approved the provision of fixed lines as set out in its programming arrangement for the period 2004-2007. Pursuant to this decision, a fixed annual allocation has been allocated for technical cooperation among developing countries. The fixed line allocation arrangement was reaffirmed by the Executive Board in its decision 2007/33 for the 2008-2011 programming arrangement. UNDP recognizes that budgetary decisions are primarily the prerogative of its governing body and require consideration by the Executive Board based on planned development results and hence the targeted resource allocation remains a guide and cannot be handled exogenously.
JIU/REP/2011/5: Accountability frameworks in the United Nations systems	
Recommendation 2 The legislative bodies of United Nations system organizations which have not yet done so should take decisions based on a results-based management approach, and ensure that the necessary resources are	Agreed and implementation is ongoing. UNDP has been actively guided by the Executive Board in making changes to the Strategic Plan Development Results Framework based on the Board's decision in last

allocated to implement the organizations' strategic plans and results-based management.	year' s Mid-Term Review and is taking key steps towards a stronger culture of accountability for result-based management based on shared understanding of fiscal challenges in the current development aid environment and programmatic risks in fragile States and countries in special development situations.
JIU/REP/2011/6: Business continuity in the United Nations system	
Recommendation 7 Legislative bodies of the United Nations organizations should, on the basis of the executive heads' budget proposals, provide the necessary financial and human resources for the implementation, continuous monitoring, maintenance and updating of the approved business continuity plans developed on the basis of the organization's business continuity policy/strategy.	Agreed and implementation is ongoing. UNDP welcomes this recommendation and will continue to be guided by the Executive Board.

Annex III
Status of implementation of relevant JIU recommendations issued in 2010

Document number	Title of report	Total number issued	Total number directed at UNDP	Implemented or ongoing (as at end 2011)	Partially implemented/ to be started (as at end 2011)
JIU/REP/2010/1	Environmental profile of the United Nations system organizations	12	5	2	3
JIU/REP/2010/2	Review of travel arrangements in United Nations system organizations	9	7	6	1
JIU/REP/2010/3	Ethics in the United Nations system organizations	17	12	6	6
JIU/REP/2010/4	Review of enterprise risk management in the United Nations system	3	2	2	0
JIU/REP/2010/5	Audit function in the United Nations system	18	8	7	1
JIU/REP/2010/6	Preparedness of the United Nations system organizations for the International Public Sector Accounting Standards	3	3	3	0
JIU/REP/2010/7	Policies and procedures for the administration of trust funds in the United Nations system organizations	13	10	6	4
Total		75	47	32	15

JIU reports issued in 2010 but not relevant to UNDP or not included in last report to the Executive Board

JIU/REP/2010/8: Inter-agency staff mobility and work life balance in the United Nations system (issued after the Executive Board paper was finalized).

JIU/REP/2010/9: United Nations corporate partnerships: The roles and functions of the global compacts issued after the Executive Board paper was finalized.

JIU/REP/2010/10: Review of the management and administration of UNODC.

Annex IV
Status of implementation of JIU recommendations issued in 2009

Document number	Title of report	Total issued	Total directed at UNDP	Implemented or ongoing	Partially implemented/ to be started
JIU/REP/2009/5	Towards more coherent United Nations system support to Africa	17	13	7	6
JIU/REP/2009/6	Offshoring in United Nations system organizations	18	16	13	3
JIU/REP/2009/8	Selection and conditions of service of executive heads in the United Nations system organizations	13	8	2	6
JIU/REP/2009/9	The role of the Special Representatives of the Secretary-General and Resident Coordinators	1	1	0	1
Total		49	38	22	16

JIU reports issued in 2009 but not relevant to UNDP:

JIU/REP/2009/1: Review of management and administration in the United Nations World Tourism Organization.

JIU/REP/2009/2: Second follow-up to the management review of JIU/REP/2009/3: Effectiveness of the International Telecommunication Union regional presence.

JIU/REP/2009/4: Assessment of the global mechanism of the United Nations Convention to Combat Desertification.

JIU/REP/2009/7: Review of management and administration in the World Food Programme.